
REQUEST FOR QUALIFICATIONS AND QUOTATIONS

0334-137

- Project Title:*** Consulting Services for Strategic Planning
- Estimated Contract Period:*** April 1, 2004 through September 30, 2005. Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.
- Proposal Due Date:*** All Proposals whether mailed or hand delivered must arrive by 5:00 p.m. Pacific Standard time on February 19, 2004. **Faxed bids WILL NOT be accepted. E-mailed bids WILL NOT be accepted.**
- Submit Proposal To:***
- Proposal Delivered by Mail:**
Sheila R. Anderson, RFQQ Coordinator
Department of Social and Health Services
Administrative Services Division / Central
Contract Services
PO BOX 45811
Olympia, WA 98504-5811
- Proposal delivered by Express / Hand Delivery, Or Courier:**

Sheila R. Anderson, RFQQ Coordinator
Department of Social and Health Services
Administrative Services Division / Central
Contract Services
4500 10th Avenue SE
Lacey, WA 98503

SECTION I. INTRODUCTION

1. PURPOSE OF REQUEST FOR QUALIFICATIONS AND QUOTATIONS

The Washington State Department of Social and Health Services (DSHS), Children's Administration (CA), Division of Program and Policy (DPP) desires to enter into a contract, with one Contractor, to facilitate and manage a state strategic planning process for victim services, where there are two (2) primary purposes to this project:

- a. Develop a strategic plan that creates a shared vision for all involved parties, of what victim services should be in Washington State, and varying approaches toward achieving that goal.
- b. Provide a funding plan for funding victim services in Washington State, with an emphasis on funding services to un-served and underserved populations of crime victims. Un-served and underserved crime victims for the purpose of this element will be identified and defined by crime type through the gathering and analyzing of crime victim data, focus group responses, and surveys.

The Contractor shall be required to provide staff support and work with the Strategic Plan Steering Committee (Steering Committee) as described in Section I.2.

Initial tasks of the Contractor will be to:

- a. Review the *Strategic Planning Toolkit* created by the National Association of Victims of Crime Act (VOCA) Assistance Administrators (NAVAA);
- b. Review and discuss existing draft vision, mission, values, goals and objectives for a state plan with the Steering Committee;
- c. Review and discuss with the Steering Committee the proposed elements and process for developing and evaluating the strategic plan;
- d. Determine whether an application to the Washington State Institutional Review Board within DSHS is necessary in order to conduct focus groups and gather survey data from crime victims;
- e. Clarify roles of the Steering Committee members, in conjunction with the Steering Committee, in the strategic planning process;
- f. Determine whether any additional members should participate on the Steering Committee;
- g. Identify members for a larger stakeholder group,
- h. Devise a project timeline; and
- i. Design a marketing strategy for the strategic planning process.

2. BACKGROUND

The DSHS, CA, DPP, administers the federal VOCA victim assistance grant. This is a formula grant from the U.S. Department of Justice that is annually disbursed by DSHS to non-profit and governmental organizations providing direct services to victims of crime in Washington State.

In October 2003 Washington State was one of six (6) states selected to receive training on statewide strategic planning for victim services.

The Washington State application is attached hereto as **Exhibit C**.

Five representatives from Washington State make up the current Steering Committee, and participated in the 2-1/2 day training sponsored by the NAVAA. Representatives included:

- The DSHS Administrator of the federal VOCA grant.
- The Department of Labor and Industries (L&I) Manager of the Crime Victim Compensation program.
- The Department of Corrections (DOC) Manager of the Crime Victim Liaison program.
- The Department of Community, Trade and Economic Development (CTED) Administrator of the Office of Crime Victims Advocacy.
- The Washington Coalition of Crime Victim Advocates Board Chair.

At the conclusion of the training, the Steering Committee had completed a draft vision, mission, values, goals and objectives for a strategic plan to address victim services in Washington State.

The next steps needed include reviewing and refining these drafts, gathering and analyzing relevant crime and service data, convening and facilitating a larger stakeholder group to share in the planning process, and evaluating and implementing the adopted plan.

3. PROJECT SCOPE

Detail of the project scope and activities is provided in **Exhibit D**, Draft Sample Contract attached hereto. DSHS reserves the right to add or negotiate additional or slightly modify requirements for the Draft Sample Contract, with the Apparently Successful Bidder.

The Contractor shall be required to provide sufficient professional, technical and clerical staff support needed in order to complete the terms of the Contract.

4. MINIMUM QUALIFICATIONS

In order for DSHS to consider your proposal you must demonstrate a minimum of three (3) years of experience for each of the following minimum qualifications:

- a. Statewide or large-scale strategic planning processes.
- b. Small and large group (30-50) facilitation.
- c. Data gathering, synthesis, and analysis.
- d. Survey design.
- e. Outreach for participation in and facilitation of focus groups.
- f. Program evaluation using the logic model or other similar model.
- g. Success at bringing together diverse groups with competing interests.

5. DEFINITIONS

See **Exhibit A**, Definitions, for the meaning of certain terms used in this RFQQ.

SECTION II. GENERAL INFORMATION

1. PROCUREMENT CONTACT INFORMATION

Upon release of this RFQQ, all communications concerning this RFQQ must be directed only to the RFQQ Coordinator listed below. Any communication directed to DSHS staff other than the RFQQ Coordinator, or communication with staff from other participating Washington State Departments or Coalitions, as identified in Section I.2., may result in disqualification. Any oral communications will be considered unofficial and non-binding to DSHS. Bidders should rely only on written statements issued by the RFQQ Coordinator.

DSHS RFQQ Coordinator

Contact:	Sheila R. Anderson, RFQQ Coordinator Department of Social & Health Services Administrative Services Division / Central Contract Services
Mailing Address:	P.O. Box 45811 Olympia, Washington 98504-5811
Physical Address:	4500 10th Avenue SE Lacey, Washington 98503
Telephone:	(360) 664-6032
FAX:	(360) 664-6184
E-mail Address:	AnderSR3@dshs.wa.gov

2. ACCEPTANCE OF RFQQ TERMS

A Proposal submitted in response to this RFQQ shall be considered a binding offer. Acknowledgement of this condition shall be indicated by signature of an officer of the Bidder legally authorized to execute contractual obligations by submitting with the Proposal a signed Bidder Information, Certificates and Assurances Form attached hereto as **Exhibit B**. A Bidder must clearly identify and thoroughly explain any variations between its Proposal and DSHS' RFQQ. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFQQ.

3. ESTIMATED PROCUREMENT SCHEDULE

The Procurement Schedule outlines the tentative schedule for important action dates and times. DSHS reserves the right to revise this schedule at any time and will notify you of any changes in the schedule.

Figure 1. *PROCUREMENT SCHEDULE*

Item	Action	Date
1.	Issue RFQQ	January 15, 2004
2.	Last Date for Accepting Bidder Written Questions	January 23, 2004
3.	Issue Response to Written Questions No Later Than	February 3, 2004
4.	Proposal Submission Due by 5:00 p.m. Pacific Standard Time	February 19, 2004
5.	Proposal Evaluation	February 24 and 25, 2004
6.	Oral Presentations, If Required	March 2, 2004
7.	Notify Apparently Successful Bidder	March 4, 2004
8.	Notify Unsuccessful Bidders	March 4, 2004
9.	Bidder's Request for Debriefing Due	March 8, 2004
10.	Protests Due	March 15, 2004
11.	Hold Debriefing Conferences	March 10, 2004
12.	Begin Contract Negotiations	March 5, 2004
13.	Contract Execution	On or about April 1, 2004

4. *CONTRACT*

DSHS intends to award one contract to provide the services described in this RFQQ.

The Contract period of performance shall be from the date of execution through September 30, 2005. Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS, and may be up to six months.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 of the Revised Code of Washington. Bidders should familiarize themselves with the requirements prior to submitting a Proposal.

5. INSURANCE

The Apparently Successful Bidder must comply with the insurance requirements identified in the **Exhibit D**, Draft Sample Contract.

6. CONTRACT AMENDMENT

Additional services that are appropriate to the scope of this RFQQ, as determined by DSHS, may be added to the resulting Contract by a written amendment mutually agreed to and executed by both parties.

7. PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Materials submitted in response to this RFQQ shall become the property of DSHS. All proposals, quotes, lists, evaluation documents and other documents that make up this Procurement shall remain confidential until 1) DSHS makes it available to the public pursuant to RCW 42.17, or 2) the contract, if any, resulting from this RFQQ is signed by DSHS and the Apparently Successful Bidder. Thereafter, the proposals shall be deemed public records as defined in RCW 42.17.

Bidder's proposal must include a statement on the Letter of Submittal identifying each page of your proposal, which contains any proprietary information. Each page claimed to be proprietary must be clearly marked by printing the word "Proprietary" on the lower right hand corner of each page, which contains any proprietary information.

If DSHS receives a request to view or copy your proposal, DSHS will respond according to applicable law and DSHS policy governing public disclosure. DSHS will not disclose any information marked "Proprietary" in your proposal without giving you ten (10) days notice for you to seek a court injunction against the disclosure. You may not mark your entire proposal proprietary.

8. WRITTEN REPRESENTATIONS

Proposals should be based on the material contained in this RFQQ, any related amendment(s), and any questions and answers directed through the RFQQ Coordinator.

9. QUESTIONS AND ANSWERS

Bidders should fax, e-mail or mail written questions to the RFQQ Coordinator. Early submission of questions is encouraged. Questions will be accepted until the date set forth in the Procurement Schedule. Questions and Answers will be forwarded in writing to all Bidders via e-mail, or mailed hard copy.

10. RFQQ AMENDMENTS

DSHS reserves the right, at any time before execution of a contract, to amend all or a portion of this RFQQ. Amendments will be sent to all Bidders, and shall be posted on the DSHS Procurements Web site, if applicable. If there is

any conflict between amendments or between an amendment and the RFQQ, whichever document was issued last in time shall be controlling.

11. RETRACTION OF THIS RFQQ

DSHS and the State of Washington are not obligated to contract for the services specified in this RFQQ. DSHS reserves the right to retract this RFQQ in whole, or in part, at any time without penalty.

12. SUBMISSION OF PROPOSALS

Proposals must be prepared and submitted no later than the proposal submission date and time specified in the Procurement Schedule. The proposal is to be sent to the RFQQ Coordinator, either by mail or hand delivery, at the address specified in Section II, paragraph 1, Procurement Contact Information. DSHS will not accept any proposal submitted by fax. DSHS will not accept any proposal submitted by email.

You should allow sufficient time to ensure timely receipt by the RFQQ Coordinator. You assume the risk for the method of delivery and for any delay in the mailing or delivery of your proposal.

DSHS reserves the right to disqualify any proposal and withdraw it from consideration if it is received after the proposal submission due date and time. All proposals and any accompanying documentation become the property of DSHS and will not be returned.

13. NONRESPONSIVE PROPOSALS

All proposals will be reviewed by the RFQQ Coordinator to determine compliance with administrative requirements and instructions specified in this RFQQ. DSHS may reject or withdraw your proposal at any time as nonresponsive for any of the following reasons:

- Incomplete proposal;
- Submission of alternative proposals;
- Failure to comply with any part of this RFQQ or any exhibit to this RFQQ;
- Submission of incorrect, misleading, or false information.

14. MINOR IRREGULARITIES

DSHS may waive minor administrative irregularities related to any proposal.

15. COST TO PROPOSE

DSHS will not be liable for any costs incurred by the Bidder in preparing, submitting or presenting a proposal for this RFQQ.

16. JOINT PROPOSALS

If you submitted a joint proposal, with one or more other bidders, and your proposal is designated as the apparently successful proposal, DSHS may designate you or one of the other bidders as the prime bidder and as the apparently successful bidder. The prime bidder will be DSHS's sole point of contact, will sign the contract and any amendments, and will bear sole responsibility for performance under the contract.

17. EXHIBITS

Exhibits to this RFQQ are:

- Exhibit A - Definitions
- Exhibit B - Bidder Information, Certifications and Assurances Form
- Exhibit C – Washington State Application for Training on Strategic Planning
- Exhibit D – Sample Draft Contract

You should be sure that you have received a complete copy of this RFQQ and all attached exhibits, as listed above. If you have not received a complete copy of this RFQQ, you should contact the RFQQ Coordinator or download the documents from the DSHS Procurements Web Site, www1.dshs.wa.gov/msa/ccs/, if applicable.

It is not a ground for protest if your copy of this RFQQ should be missing any exhibit or pages of the RFQQ.

18. WITHDRAWAL OF PROPOSALS

After a Proposal has been submitted, Bidders may withdraw a proposal at any time up to the proposal submission date and time specified in the Procurement Schedule. A written request signed by an authorized representative of the Bidder must be submitted to the RFQQ Coordinator. After withdrawing a previously submitted proposal, the Bidder may submit another proposal at any time up to the proposal submission date and time.

19. NOTIFY APPARENTLY SUCCESSFUL BIDDER

DSHS will notify the Apparently Successful Bidder on or about the date and time specified in the Procurement Schedule of the selection of the Apparently Successful Bidder by written notice via mail, e-mail and/or fax. DSHS will notify separately the Unsuccessful Bidders on or about the date and time specified in the Procurement Schedule of the non-selection of the Unsuccessful Bidder by written notice via mail, e-mail and/or fax.

20. BIDDER DEBRIEFING CONFERENCE

If DSHS does not select your proposal, you may request a debriefing conference. You must submit your request in writing to the RFQQ Coordinator by mail or fax by the date specified in the Procurement Schedule.

Debriefing conferences will be held on March 10, 2004. The debriefing conference may be conducted either in person or by telephone and will be scheduled for a maximum of one hour.

Discussion at the debriefing conference will be limited to the following:

- Evaluation and scoring of your proposal;
- Critique of your proposal; and
- Review of your final score in comparison with other Bidders' final scores without identifying the Bidders.

Identification of the other Bidders, their proposals or evaluations will not be allowed.

21. PROTEST

Protests may be made only after DSHS has sent notification to the Apparently Successful Bidder and to the unsuccessful bidders. In order to submit a protest under this RFQQ, a Bidder must have submitted a Proposal for this RFQQ, and have requested and participated in a debriefing conference. It is the sole administrative remedy available within DSHS. The following is the process for filing a protest:

22.1 GROUNDS FOR PROTEST

A protest may be made based on these grounds only:

- Arithmetic errors were made by DSHS in computing the score;
- DSHS failed to follow the procedures established in this RFQQ document, or to follow applicable State or federal laws or regulations; or
- Bias, discrimination, or conflict of interest on the part of an evaluator.

22.2 PROTEST FORM AND CONTENT

A protest must state all of the facts and arguments upon which the protest is based, and the grounds for your protest. It must be in writing and signed by a person authorized to bind the Bidder to a contractual relationship. At a minimum, the protest must include:

- The name of the protesting Bidder, mailing address and phone number, and the name of the individual responsible for submission of the protest;

- The RFQQ number and name of the issuing agency;
- A detailed and complete statement of the specific action(s) by DSHS under protest;
- The grounds for the protest;
- Description of the relief or corrective action requested.

You may attach to your protest any documentation, which you offer to support your protest.

22.3 SUBMITTING A PROTEST

Your protest must be in writing and must be signed. You must mail or hand deliver your protest to the RFQQ Coordinator using the same mailing or delivery address provided in this RFQQ for submitting your proposal. *Protests may not be submitted by fax or email.* DSHS must receive the written protest within **five (5)** business days after the debriefing conference.

22.4 PROTEST PROCESS

The RFQQ Coordinator will forward your protest to the DSHS designated Protest Coordinator with copies of the following:

- this RFQQ and any amendments,
- your proposal,
- the evaluators' scoring sheets, and
- any other documents showing evaluation and scoring of your proposal.

DSHS will follow these procedures in reviewing your protest:

- DSHS will conduct an objective review of your protest, based on the contents of your written protest and the above materials provided by the RFQQ Coordinator.
- DSHS will send you a written decision within five (5) business days after DSHS receives your protest, unless more time is required to review the protest and make a determination. The protesting Bidder will be notified by the RFQQ Coordinator if additional time is necessary.

DSHS will make a final determination of your protest and will either:

- 1) Find that your protest lacks merit and uphold DSHS's actions;
- 2) Find that any errors in the RFQQ process or in DSHS's conduct did not influence the outcome of the RFQQ, and

uphold DSHS's actions; or

3) Find merit in the protest and provide options for corrective action by DSHS which may include:

- That DSHS correct any errors and re-evaluate all proposals affected by its determination of the protest;
- That DSHS reissue the RFQQ document; or
- That DSHS make other findings and take such other action as may be appropriate.

22. EXECUTION OF THE CONTRACT

If you are an apparently successful bidder, you will be expected to sign a contract with DSHS and any subsequent amendments that may be required to address specific work or services as needed. A sample contract is attached as **Exhibit D**.

DSHS reserves the right to negotiate the specific wording of the Statement of Work, based on the requirements of this RFQQ and the terms of your proposal.

If you fail or refuse to sign the contract or any subsequent amendment within ten (10) business days of delivery to you, DSHS may elect to cancel the award and may award the contract to the next-highest ranked bidder.

Any subcontracts necessary to perform the contract shall be subject to the prior written approval of DSHS.

If at contract award or anytime thereafter any specifically named individual(s) identified in the Proposal to work on this engagement are not available, DSHS has the right to approve or reject any change in Contractor personnel.

SECTION III. PROPOSAL CONTENTS

1. PROPOSAL CONTENTS

The three major sections of the proposal are to be submitted in the order noted below:

- a) Administrative Requirements.
- b) Qualifications Proposal.
- c) Cost Proposal.

Proposals must provide information in the same order as presented in this document with the same headings. The questions in each of the three sections are described below. All questions must be answered and all items must be included as part of the proposal for the proposal to be considered responsive, even though certain items may not be scored.

2. FORMAT OF PROPOSAL

- Proposals must be submitted on standard eight and one-half by eleven inch (8 ½" x 11") white paper.
- A font size not less than 12 point must be used.
- Responses to the "Qualifications Proposal" and "Cost Proposal" portion of your proposal must be double-spaced for ease of reading.
- Proposals must be submitted in separate three-ring binders as specified in Section III, paragraph 3, Contents of Binders, with tabs separating the major sections of the Proposal.
- Identify each copy of your proposal by including Proposal to RFQQ # 0334-137; the title of this RFQQ, Consulting Services for Strategic Planning; and your name on the front cover.

3. CONTENTS OF BINDERS

Submit an original and five (5) copies of your proposal in separate binders. Each binder must contain the following:

- Table of Contents
- Part 1: Administrative Requirements
- Part 2: Qualifications Proposal
- Part 3: Cost Proposal

4. ADMINISTRATIVE REQUIREMENTS

Please respond to each item in the same order in which they appear.

a. Letter of Submittal

Bidders must submit a prepared and signed submittal letter on Bidder's official business letterhead stationery. Cost information must not be included in the transmittal letter. Signing the submittal letter indicates that the Bidder accepts the terms and conditions of RFQQ# 0334-137.

The Bidder's Letter of Submittal must include the following:

- Name, address, principal place of business, telephone number, fax number, and e-mail address of legal entity or individual with whom contract would be written;
- The name of your contact person for this RFQQ;
- A detailed list of all materials and enclosures included in your Proposal;
- A list of all RFQQ amendments received by the Bidder or posted on the DSHS Procurements Web site, if applicable, and listed in order by amendment number and date. If there are no RFQQ amendments, include a statement to that effect;
- The Bidder's guarantee that its Proposal, as submitted, will remain in full force and effect for 180 days;
- A statement substantiating that the person who signs the letter is authorized to contractually bind the Bidder's firm;
- Identification of the page numbers on the Bidder's Proposal that are marked "Proprietary or Confidential" Information; and
- Any statements you wish to convey to the RFQQ Coordinator, including any variations between your proposal and the RFQQ.

b. Bidder Information, Certificates and Assurances Form

A completed Bidder Information, Certificates and Assurances Form
Exhibit B. Please sign and include any attachments that are necessary.

c. Reference Section

Provide a list of at least three (3) references of entities for which you have performed similar services. Include the names, telephone numbers, dates of services, and a brief description of the similar services you provided them in the past. References will only be contacted if you are chosen as a finalist.

5. QUALIFICATIONS PROPOSAL

Please respond to each question in the same order in which they appear. Your response should be double-spaced using a font size of not less than 12 point. (Maximum 65 points)

- a. **Agency Background and Qualifications.** Based upon your experience in strategic planning, describe how you meet the minimum qualifications outlined in Section I.4. (page 4) of this procurement document. Also describe your agency's mission, annual budget, and number of staff. Include the number of years you have provided strategic and organizational planning services and the types of services provided. Identify in your response the organizational structures to which you have provided strategic planning (e.g. governmental, nonprofit, for profit, etc). Include in your agency background other services you provide. (8 pages maximum)
- b. **Organizational Capacity.** Describe your agency's capacity to manage this project, as outlined in Section I.1. (page 3) of this procurement document, along with **Exhibit D – Sample Contract's Statement of Work** (Sample Contract's Exhibit A). Include in your description past experience you have had in managing contracts and subcontracts, particularly government contracts. (6 pages maximum)
- c. **Key Personnel.** Provide resumes for key personnel and profile the background, skills and responsibilities of individuals on your staff who will have primary responsibility for developing and managing key project functions. Identify any aspects of this project you intend to sub-contract and, if known, the background and skills of the sub-contractor(s). Resumes must detail experience with the required skills needed to perform the project as outlined in Section I.1. (page 3) of this procurement document, along with **Exhibit D – Sample Contract's Statement of Work** (Sample Contract's Exhibit A). (6 pages maximum)

6. COST PROPOSAL

Provide a detailed summary budget that shows the **proposed** costs along with short budget narrative that reflects the cost assumptions and other relevant information. Bidder can use a format of their own choice. The budget should include appropriate headings and be easy for the evaluators to navigate. (Maximum 35 Points Possible)

SECTION IV. EVALUATION

1. EVALUATION PROCEDURE

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this Procurement and any amendments issued. The evaluation of proposals shall be accomplished by an evaluation team to be designated by DSHS who will be responsible for the review, evaluation and scoring of Bidder proposals. DSHS, at its sole discretion, may elect to select the top-scoring organizations as finalists for an oral presentation. If oral presentations are held, evaluators will evaluate and score the oral presentations of bidders selected as finalists.

2. PROPOSAL EVALUATION

Each Proposal will first be screened to determine if the Bidder has complied with appropriate Administrative Requirements and Submittal Instructions. Each Proposal must meet the Administrative Requirements to be eligible to submit a proposal to this RFQQ. If your proposal does not meet all Administrative Requirements for this RFQQ, DSHS may consider your proposal nonresponsive and withdraw it from consideration at any time. Evaluators will score all responsive proposals and award points up to the maximum points available for each question.

3. SCORING OF PROPOSALS

The maximum number of evaluation points available is 130 if oral presentations are conducted. The Administrative Requirements are evaluated on a pass/fail basis. The following points will be assigned to the proposal for evaluation purposes:

Qualifications	65 Points
Cost Proposal	35 Points
<hr/>	
Sub-Total for Written Proposal	100 Points
Oral Presentations [top-scoring proposer(s) only]	30 Points
TOTAL PROPOSAL	130 Points

References will be contacted for the top-scoring proposer(s) only, and will not be scored.

Your sub-total score for the written proposal will be the average score, of the scores given by the evaluators who reviewed your written proposal. Your final total proposal score will be the average score awarded for your written proposal, plus the average score for your oral presentations if applicable.

4. EVALUATION OF ORAL PRESENTATIONS

DSHS may, after evaluating the written proposals, elect to schedule oral presentations of the top scoring finalists. The RFQQ Coordinator will notify finalists of the date, time, and location of the oral presentations.

DSHS will select evaluators for the oral presentations based on their qualifications, experience and background relevant to this RFQQ. These evaluators may include evaluators who reviewed the written proposals or DSHS staff who will work with the successful bidder(s). Evaluators will score the oral presentations in accordance with RFQQ requirements and evaluation criteria.

5. FINAL DETERMINATION OF APPARENTLY SUCCESSFUL BIDDER(S)

DSHS program staff and/or management may conduct a final review of the top scoring proposals, and of the evaluation and scoring of those proposals, submitted by bidders initially designated as apparently successful bidders.

In this final review, DSHS may consider past or current performance of any DSHS contracts by an apparently successful bidder, and any experience of the program or DSHS in working with an apparently successful bidder under any past or current contract with DSHS.

DSHS management shall make the final determination as to which bidder(s), initially designated as apparently successful bidder(s), shall be officially selected and notified as the Apparently Successful Bidder(s) under this Procurement.

In doing so, DSHS management shall be guided, but not bound, by the scores awarded by the evaluators. Program staff and DSHS management shall determine which proposals reviewed during this final selection process will best meet the needs of DSHS and, specifically, the needs of the Children's Administration and this project.

Any bidder who would be an Apparently Successful Bidder based on the scores awarded by the evaluators, and who is not selected, shall be provided with the reasons for selecting a bidder with a lower final score.

Exhibit A

Definitions

DEFINITIONS

The following terms which appear in this RFQQ have the meaning that is defined below for the purposes of this RFQQ:

- Apparently Successful Bidder - A bidder selected as having submitted a successful proposal, based on the final determination of DSHS management taking into consideration the bidder's final proposal score and which proposals best meet the needs of DSHS. The bidder is considered an "apparently" successful bidder until a contract is finalized and executed.
- Agency – The Department of Social and Health Services' is the agency of the State of Washington that is issuing this RFQQ.
- Bidder - An individual, organization, public or private agency, or other entity submitting a proposal in response to this RFQQ.
- Contractor – Individual or Company whose proposal has been accepted by the Agency and is awarded a fully executed, written contract.
- Issue - To mail, post or otherwise release this RFQQ as a public document to interested parties.
- Key Personnel - Staff being proposed to do the work under this proposal.
- Proposal - All material prepared and assembled by a bidder, and which the bidder submits in response to this RFQQ.
- Protest - An objection by the bidder, in writing, protesting the results of this RFQQ, and which complies with all requirements of this RFQQ.
- RCW - Revised Code of Washington. (All references to RCW chapters or sections shall include any successor, amended, or replacement statute.)
- RFQQ - Request for Qualifications and Quotations; i.e., this RFQQ document.
- RFQQ Coordinator - The person named in this RFQQ as the RFQQ Coordinator, or the RFQQ Coordinator's designee within Central Contract Services. The sole point of contact within DSHS regarding this RFQQ for potential bidders and other interested parties.
- Statement of Work - A statement of the work or services which the Contractor is to perform under any contract awarded, and which is generally in the form of an exhibit attached to the contract.
- Submit - To deliver to the DSHS RFQQ Coordinator any of several documents described in this RFQQ and in the manner specified in this RFQQ.
- VOCA – Victims of Crime Act. Federal grant from the Department of Justice, Office for Victims of Crime. The VOCA grant funds direct

services to victims of crime and is administered in Washington State by the Department of Social and Health Services.

- WAC - Washington Administrative Code. (All references to WAC chapters or sections shall include any successor, amended, or replacement regulation.)
- You - The person, agency, or organization requesting a copy of this RFQQ or submitting a proposal in response to this RFQQ.

Exhibit B
Bidder Information, Certifications and Assurances Form

STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
CENTRAL CONTRACT SERVICES

BIDDER INFORMATION, CERTIFICATIONS AND ASSURANCES
Request for Qualifications and Quotations # 0334-137

Completion of this Bidder Information form is a mandatory requirement for contracting with the Washington Department of Social and Health Services (DSHS). The certifications and assurances contained herein are a required element of the Proposal. **Failure to submit this Bidder Information form or any applicable attachments with your proposal may result in your proposal being rejected as nonresponsive.**

Please Type or Print Legibly:

Bidder Name: _____

Bidder Address: _____

Telephone: _____ Fax Number: _____

Contact Person for the Bidder's proposal: _____

Section A: All Bidders

1. Complete the applicable box:

a. The Bidder is an individual and is a:

☐ Sole Proprietor

You must complete Sections A, B and F.

b. The Bidder is a partnership and is a:

☐ General Partnership

☐ Limited Partnership ☐ Limited Liability Partnership

You must complete Sections A, C and F.

c. The Bidder is a corporation and is a:

☐ For Profit Corporation ☐ Non Profit Corporation

☐ Limited Liability Corporation

You must complete Sections A, D and F.

d. ☐ The Bidder is a public agency, governmental entity, or federally recognized tribe

You must complete Sections A, E and F.

2. The Bidder's Federal Identification number is: _____

3. The Bidder's Washington Uniform Business Identifier (UBI) Number is: _____
To obtain a Washington UBI Number call 360-664-1400.

4. Information concerning the proposed Contract Manager for the Bidder:

Name: _____

Work Address: _____

Work Telephone: _____

Work Fax: _____

5. Has the Bidder had a contract or work order terminated for default during the last five years?

☐ Yes ☐ No

If yes, attach a signed statement describing the contract, the circumstances surrounding the termination, and the name, address and telephone number of the other party to the contract. DSHS will evaluate the facts and may, at its sole discretion, reject the Bidder's proposal on the ground of its past performance. For the purpose of this question, "termination for default" means notice was given to the Bidder to stop contract work due to nonperformance or poor performance, and the performance issue was either (a) not contested by the Bidder or (b) litigated, finding the Bidder in default.

6. The Bidder declares that all answers and statements made in the Proposal are true and correct.
7. The Bidder certifies that the prices and/or cost data contained in the Bidder's proposal 1) have been determined independently, without consultation, communication or agreement with others for the purpose of restricting competition, and 2) have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before contract award, except to the extent that the Bidder has joined with other individuals or organizations for the purpose of preparing and submitting a joint proposal or unless otherwise required by law.
8. The Bidder's proposal is a firm offer for a period of 180 days following receipt, and it may be accepted by DSHS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 180-day period. In the case of a protest, the Bidder's Proposal will remain valid for 210 days or until the protest is resolved, whichever is later.
9. In preparing this Proposal, the Bidder and/or the Bidder's employees have not been assisted by any current or former DSHS employee whose duties relate (or did relate) to this procurement and who was assisting in other than his or her official, public capacity. If there are any exceptions to these assurances or Bidder has been assisted, identify on a separate page attached to this document each such individual by (a) name, (b) current address and telephone number, (c) current or former position with DSHS, and (d) dates of employment with DSHS; and describe in detail the assistance rendered by that individual.
10. The Bidder acknowledges that DSHS will not reimburse the Bidder for any costs incurred in the preparation of this Proposal. All Proposals become the property of DSHS, and the Bidder claims no proprietary right to the ideas, writings, items or samples.

11. The Bidder acknowledges that any contract(s) awarded as a result of this procurement will incorporate a Statement of Work and General Terms and Conditions substantially similar to the sample contract attached to the procurement document. I certify, on behalf of the Bidder, that the Bidder will comply with these or substantially similar Special Terms and Conditions and General Terms and Conditions if selected as an Apparently Successful Bidder.
12. The Bidder acknowledges that any contract(s) awarded as a result of this procurement will also incorporate Special Terms and Conditions applicable to this procurement as prepared by DSHS. The Bidder acknowledges that it will negotiate in good faith any changes or modifications to any portion of the proposed contract.
13. The Bidder understands that, if selected to contract with DSHS, the Bidder will be required to comply with all applicable state and federal civil rights and other laws. Failure to so comply may result in contract termination. If requested by DSHS, the Bidder agrees to submit additional information about the nondiscrimination policies of the Bidder's organization in advance of or after the contract award.
14. The Bidder' certifies that is has a current Washington Business License, and agrees to promptly provide a copy of the license in the event the Bidder is selected as the Apparently Successful Bidder.
15. No attempt has been made or will be made by the Bidder to induce any other person or firm to submit a proposal for the purpose of restricting competition.

Section B: Sole Proprietors Only

1. I am authorized to sign any contract that may result from this procurement.
2. Is the Bidder or any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?
☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

Section C: Partnerships Only

1. The Bidder is organized under the laws of, and is in good standing with, the State of _____.
2. Attach the following to this Bidder Information form:
 - Name and address of each of the Bidder's General Partners;
 - Name and address of each of the Bidder's Limited Partners; and/or
 - Name and address of each of the Bidder's Limited Liability Partners.
3. Is any General, Limited, or Limited Liability Partner a past or current State of Washington employee?
☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

4. Is any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?

☐ Yes

☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

5. I am authorized to bind the Bidder to a contract, or the name and title of the individual who is authorized to bind the Bidder to a contract and who will be signing any contracts between DSHS and the Bidder is:

Name

Title

Section D: Corporations Only

1. The Bidder is organized under the laws of, and is in good standing with, the State of _____.
2. Attach the following to this Bidder Information form: Name and address of each of the Bidder's Officers and Directors.
3. Is any Officer or Director of the Bidder a past or current State of Washington employee?

☐ Yes

☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

4. Is any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?

☐ Yes

☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

5. I am authorized to bind the Bidder to a contract, or the name and title of the individual who is authorized to bind the Bidder to a contract and who will be signing any contracts between DSHS and the Bidder is:

Name

Title

Section E: Public Agencies Only

1. The Bidder is a "public agency" as defined in Section 39.34.020 RCW and is a:

☐ State Agency

☐ Institution of Higher Learning

☐ County

☐ Quasi-Governmental

- ☐ City ☐ Federally Recognized Tribe
☐ Public School ☐ Other: _____

2. Is any Manager or Employee of the Bidder Public Agency a past or current State of Washington employee?
☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

3. Is any employee of the Bidder who will perform work under a contract between the Bidder and DSHS a past or current State of Washington employee?
☐ Yes ☐ No

If yes, list names, positions, and dates of employment with the State of Washington in an attachment to this form.

4. I am authorized to bind the Bidder to a contract, or the name and title of the individual who is authorized to bind the Bidder to a contract and who will be signing any contracts between DSHS and the Bidder is:

Name

Title

Section F: All Bidders

1. By signing below, the Bidder authorizes DSHS to conduct a financial assessment and/or background check of the Bidder if DSHS considers such action necessary or advisable before contracting with the Bidder.
2. Under the penalties of perjury of the State of Washington, the undersigned affirms the truthfulness of the statements made herein. The undersigned certifies that the Contractor is now, and shall remain, in compliance with the certifications and assurances contained herein, and agrees that such compliance is a condition precedent to the award and continuation of any related contract(s). The undersigned acknowledges the Bidder's obligation to notify DSHS of any changes in the statements, certifications and assurances made herein.

Signature

Date

Printed or Typed Name

Title

Exhibit C

NAVAA TRAINING FOR STRATEGIC PLANNING Washington State Application

- 1. Describe what, if any, statewide victim service planning efforts or activities have already been undertaken and what the results of those efforts have been.**

Washington State has initiated a number of statewide planning processes that focus on services to crime victims. Some have been crime specific (e.g. domestic violence and sexual assault), while others have had broader application. They have used different methodologies and have had different outcomes. Nevertheless, they have all been successful in the sense that benefits have come from each process, even ones that have had significant obstacles to overcome. Following are summary descriptions of some of those processes, beginning with the most recent.

In November 2002 the Office of Crime Victim Advocacy (OCVA) with the Washington State Department of Community, Trade and Economic Development, issued the *Task Force Report on Underserved Victims of Crime*. Mandated by the legislature, the Task Force on Underserved Victims of Crime (*Task Force*) was charged with measuring and evaluating the progress of Washington State in providing funding to community-based programs that provide services to “underserved” victims of crime.¹ Notwithstanding this mandate, the work of the *Task Force* was severely hampered by a number of factors including: insufficient resources for the process, imprecisely defined goals in the legislation, and an unrealistic timeline for the end product. Thus, while it proved to be an important milestone in bringing affected stakeholders together for discussion, the process and substance barriers frustrated our state’s ability to use this opportunity to produce outcomes to move us forward.

In 1994, OCVA, DSHS, and the Washington Coalition of Sexual Assault Programs (WCSAP) initiated a multi-year process to engage direct service providers across Washington to review and assess the method of distributing public funding for sexual assault services. The Washington State Sexual Assault Services Advisory

¹ The legislation defined “underserved crime victims” as survivors of homicide victims, physical assault victims (non-domestic violence and non-sexual assault related), robbery victims, child abuse victims, vehicular assault and homicide victims and survivors, and victims of property crimes.

Committee made sweeping recommendations that created a comprehensive system of service delivery and fund distribution. Based on key philosophical principles, the committee established service definitions and standards of practice, uniform data collection, and evaluation components.

With distribution of the federal STOP grants under the Violence Against Women Act (VAWA), OCVA initiated a planning process in 1996 for statewide distribution of the Washington State grant. The process included representatives of community-based agencies and other stakeholders to discuss grant distribution options. The distribution method, which includes an apportionment of grant funds to each county as well as a discretionary allocation for special projects, has proven to be an effective method for allocating limited STOP grant resources throughout the state, while also requiring community collaboration efforts as a condition of receiving grant funds.

Lastly, DSHS, in conjunction with the Washington State Coalition Against Domestic Violence and an advisory committee of shelter providers, convened in 1994 to design an equitable funding formula for emergency domestic violence shelter programs. The result is a funding formula that creates a minimum allocation per eligible program with increases over the minimum for programs located in counties with large population or geographic coverage. Funds are disbursed annually on a noncompetitive basis. The funding formula and its underlying policies have stood the test of time and have been used as a model in other states.

2. Scope of Strategic Planning – Explain how and why your state can benefit from strategic planning. Identify the targeted area(s) on which the state team will focus, if chosen to participate in this project. Describe what you think can be realistically achieved within 6 months after completion of the group training. Within 12 months.

Victim service providers in the state of Washington have a proud history, reaching back to the early 1980s, of collaboration in the pursuit of common interests and shared goals. Advocacy organizations representing a variety of constituencies, comprised of justice system-based, other governmental agencies, private non-profit organizations, and grass-roots programs, have united to strengthen victims' rights, broaden eligibility for crime victim compensation benefits, establish new programs, and protect funding as the needs have arisen over the past two decades. We have

begun to take stock of what we have achieved, identifying success as well as areas of continuing need. Largely as a result of conversations that emerged during the *Task Force* process, a consensus has emerged in our state that a comprehensive strategic planning process is the logical next step in our efforts to strengthen Washington State's overall response to the needs of crime victims.

The first state funded program for crime victim services was the Crime Victim Compensation (CVC) Program, established in 1974 and administered by the Department of Labor and Industries. In its 1982 session, the legislature addressed the need for both a new funding source for CVC and a mechanism for funding the services required under the victims' rights statute by creating penalty assessments to be imposed upon convicted offenders. Revenue from these assessments was split between the CVC program and victim/witness assistance units in county prosecutors' offices.

Legislation was passed, and state funds allocated, in 1979 for domestic violence shelters and sexual assault services. There are currently 44 domestic violence shelters in the State of Washington and 41 community sexual assault programs. Every community in Washington State falls within the service area of the state funded domestic violence and sexual assault programs. Since 1979 the state legislature has continued to support these agencies and services to victims of sexual assault and domestic violence by increasing funding and passing statutory and policy improvements.

Unfortunately funding for community-based services that serve victims of crime other than domestic violence and sexual assault have not developed in the same way and at the same pace. While the work of the *Task Force* had, as one of its primary goals, the mandate to look at funding for community based services to "underserved" victims of crime, its initial work was hindered because of difficulties in defining what crimes we were talking about, figuring out what services were being provided and by whom, what data should be gathered and analyzed -- if it was available at all -- and a myriad of other challenges. In part what the legislative intent incorrectly assumed is that by focusing on funding for underserved crime victims our work would be done. However, those of us who work in the field know we are just starting. What we are most in need of now is the opportunity and time to collectively develop a shared vision and direction for victim services in Washington State. Our ability to accomplish this one, albeit significant, goal will be a critical step in moving

Washington State forward not only on funding strategies, but also on policy and programmatic development.

As the state team discussed what was needed in the way of a strategic plan for victim services in Washington State, two areas on which to focus became clear. The first has a more narrow scope and is intended to be a tool to guide the distribution of a portion of the state VOCA victim assistance funds. The second area has a broader focus that could include elements of the first.

a. Analyze the process and develop a strategic plan for distributing state VOCA victim assistance funds to “other” victims of crime.

The annual state VOCA grant is disbursed as follows:

- 1/3 noncompetitively to domestic violence shelter providers
- 1/3 noncompetitively to community sexual assault providers
- 1/3 **competitively** to **“other” victims of crime**, prioritizing programs serving victims of child abuse and “underserved” victims of crime

Under the current VOCA program funding policy, the 1/3 allocated to “other” victims of crime² is competitively disbursed every three years. Bidders proposing to provide services to victims of child abuse and “underserved victims of crime” are prioritized in order for the state to meet its percentage requirements under the VOCA program guidelines. Bidders must define and substantiate how the population to be served is “underserved.” The next competitive procurement is scheduled for Spring 2005.

Successful bidders are then selected based on their total score and the amount of VOCA funding available, with the added caveats that DSHS reserves the right to “jump over” higher scoring bidders in order to achieve geographic and service distribution throughout the state, to the extent possible.

Unfortunately, there are **no** defensible criteria that guide DSHS in defining and identifying specific services and crime victim categories it will or will not fund in this open procurement process, other than the broad categories of child abuse and underserved victims of crime (i.e. “other”). Nor is there any mechanism to take into account shifting needs, priorities, and trends with respect to crime victimization in Washington State. Over the past seven (7) years the number of bidders submitting

² The term “other victims of crime” includes child abuse and “underserved victims of crime” as defined in the VOCA Program Guidelines. The term “underserved victims of crime” for purposes of the *Task Force* includes victims of child abuse. The state team is in agreement that part of our work in the strategic planning process will be to craft clear terms and definitions.

proposals in this competitive procurement process has almost tripled. This increased scramble for limited resources makes this method of funding that much more difficult for potential bidders and the VOCA program, and increases the likelihood that scarce resources are not being disbursed in a thoughtful and strategic framework.

It is envisioned that a strategic plan that defines and guides the direction of this program, while being cognizant of and adaptable to a changing environment, will ensure future funding decisions best meet the needs of underserved crime victims in Washington State.

b. Reframe and build on the work generated by the *Task Force on Underserved Victims of Crime* to develop a strategic plan that defines and focuses on specific types of crime victims (primarily non-domestic violence and non-sexual assault).

The work of the *Task Force* was beneficial but left many of us who participated, wanting more time and a structure within which we could engage in meaningful discussions about victim services in Washington State. Ideally a strategic planning process would have the primary goal of crafting a shared vision of what victim services – including funding – should be in Washington State, and varying approaches toward achieving that goal. However, the path to getting there must build on the path charted by the *Task Force*, and include a more structured and methodical framework. More specifically, this collective process would:

- (a) Define a shared mission and vision for victim services in Washington State that focuses on more than funding.
- (b) Identify what we're doing now to serve victims, to include clear definitions of services, crime types, existing service delivery system(s), and data collection.
- (c) Measure what we're doing against the mission and vision and honestly discuss and debate where we, as a state, should be going in order to align reality with the vision – that is, setting goals.
- (d) Develop a set of action steps and strategies to move us forward in accomplishing the goals identified.
- (e) Identify who, and what entities, will have the responsibility for updating and moving the plan along.

A key element of this strategic plan will include a crime victim needs assessment. The assessment will provide a baseline for the current landscape of victim services in Washington State.³ Ideally, this broader planning process will, to a certain extent,

³ Substantial data has already been identified through the work of the *Task Force on Underserved Victims of Crime*. However, there was no opportunity to fully dissect and analyze the data. Moreover, the data collected was based primarily on existing

incorporate the more narrow focus described in #1 above – that is, developing a plan for distributing state VOCA victim assistance funds to “underserved” victims of crime.

How, or if, these two focus areas can be integrated into one strategic planning process is a question on which we will need guidance, if selected for this project. The benefits from either, however, will immeasurably improve our position in being able to move forward an agenda and focus for the “underserved” crime victims who have not benefited at the same level in our state as victims of domestic violence and sexual assault.

The state planning team estimates that within 6 months from the November training it will be able to accomplish the following, irrespective of which focus area we choose to proceed with:

- (1) Conduct a procurement and select a project consultant/facilitator.
- (2) Define the on-going role of the state team, to include how or if it should be expanded.
- (3) Prepare an issue paper that describes the purpose and goal(s) of the strategic planning process.
- (4) Identify key stakeholders and constituencies that should be involved in the planning process and invite their participation.
- (5) Create a process calendar.

Within 12 months the goal is that the vision and mission have been developed and that the planning team is working on the plan’s action steps or goals.

While state team members who have experience with strategic planning processes confirm that a good process need not take a long time, we are also comfortable with the prospect that we devote sufficient time in order to create a solid framework for our state. Thus, we have made a commitment that it will take as long as it takes even if that means adjusting the Spring 2005 procurement cycle for the VOCA victim assistance funds.

3. Identify any additional key stakeholders or constituencies not represented on the state team and what efforts are planned to involve them in the planning process.

While the composition of participants identified for this planning proposal may minimally differ depending on which strategic planning option we go with, the

information – e.g. law enforcement incident reports, prosecution data, crime victim compensation claim data, etc. We were not able to collect additional quantitative or

following stakeholders and/or constituencies are important to the success of either project: Washington Coalition of Sexual Assault Programs, Washington Coalition Against Domestic Violence, Washington Association of Prosecuting Attorneys, Washington Association of Sheriffs and Police Chiefs, current recipients of VOCA victim assistance “other” funding which includes services to victims of child abuse, survivors of homicide victims, Mothers Against Drunk Driving, prosecutor’s offices, mental health agencies, legal services, elderly crime victims, and agencies serving specific populations of crime victims such as ethnic communities, gay/lesbian/bisexual/trans and Tribal programs. The challenge will be in encouraging inclusive, candid and open participation while at the same time maintaining a focus on the overall vision and mission of the strategic planning process we ultimately select. Given the fact that we have chosen funding as one of the foci of this process, this will be an especially tricky hurdle to overcome. Nevertheless, we derive encouragement from the previous successful planning efforts around sexual assault and domestic violence funding.

A significant element that hampered the process of the *Task Force* is that the legislation prescribed, defined, and limited its membership. We learned from that experience. Consequently, we know that in order for this planning process to be successful we must clearly define our scope, and then engage in concerted outreach to affected stakeholders. We are fortunate that members of the state team have long histories working on these issues in the State of Washington. To that end, outreach will be significantly easier given the relationships that have developed over the years with victim service providers and others who must be involved in the process.

4. Briefly discuss your state’s readiness to implement a strategic plan, in terms of

Washington State is especially proud of our accomplishments with respect to justice for crime victims. As one team member said, we do not shy away from challenges – rather, we face them and try and achieve positive results.

Individually, each team member has worked very hard to move forward an agenda that benefits crime victims in Washington State. Collectively, we have forged

qualitative data through such mechanisms as focus groups, telephone surveys or other methods.

relationships with and among each other on specific projects and initiatives. Examples include DSHS including representatives from OCVA and CVC on procurement evaluation panels, OCVA and DSHS co-managing a technology project for domestic violence and sexual assault programs, WCCVA and other advocacy groups coordinating their annual meeting with the OCVA state conference, CVC inviting representation from WCCVA, DSHS, and OCVA on its advisory committee. Moreover, there was no hesitation among team members when this proposal was presented to them -- we are ready and eager to develop a strategic plan for crime victim services in Washington State.

We also understand and appreciate that until recently we may not have been ready for this type of process to begin. In fact, the mere act of meeting together to discuss this possibility was significant in that it had not previously been suggested. This is because in some instances we have been working side by side rather than in full collaboration with each other. We have developed relationships but not shared visions of where we want to go as a state and how we can get there together for the greater good. This opportunity to learn about and implement a strategic plan for crime victims in our state provides us with that critical next step that we need to take the next step -- we agree that we can't pass this up.

Finally, as the state VOCA administrator, I am certain that a process that will result in changing my program and increasing my workload will be a struggle. But the ability to create a common vision and goals for my program and, ideally, victim services in Washington State, is the right thing to do. My colleagues on the state planning team share this belief that doing the right thing means leaping toward this next, exciting challenge and honestly working through any internal and external challenges that may get in the way of achieving the strategic planning goal.

Exhibit D

Sample Contract